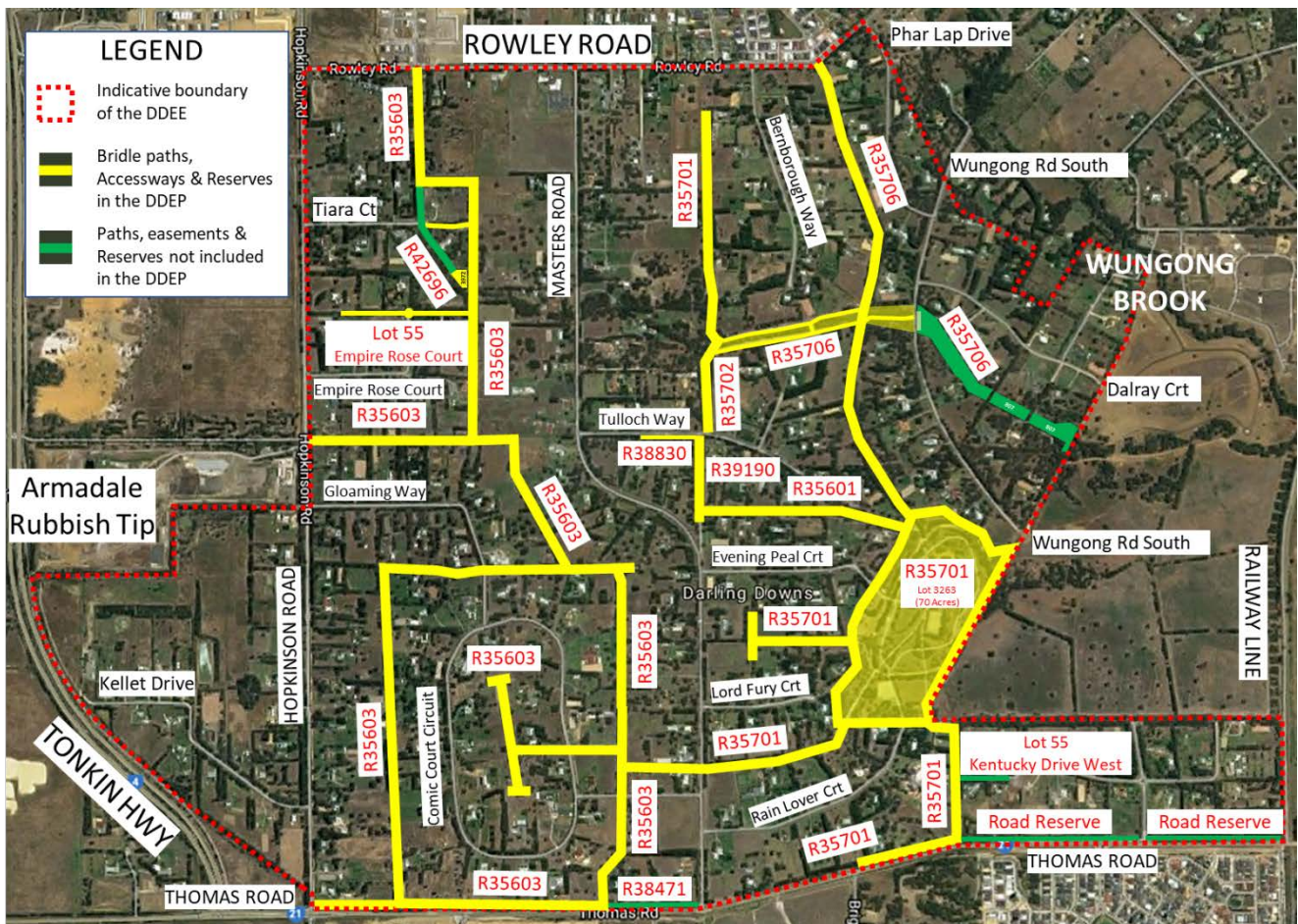


DARLING DOWNS RESIDENTS ASSOCIATION

STRATEGIC DEVELOPMENT PLAN FOR THE DARLING DOWNS EQUESTRIAN ESTATE (DDEE)

FORECAST FOR THE PERIOD 2023-2025





Executive Summary

This Strategic Development Plan (SDP) is designed to outline key tasks, which will be implemented so that the Darling Downs Residents Association (DDRA) can appropriately implement, manage and maintain enhancements and modifications in the Darling Downs Equestrian Estate (DDEE). These defined tasks are specifically focused on achieving key objectives outlined in the Shire of Serpentine Jarrahdale (SoSJ) Equine Strategy (ES), Trails Head Masterplan (THM), and the Equine Facilities Master Plan (EFMP). In particular, these objectives are designed to further improve the Darling Downs Equestrian Park (DDEP) to support residents and the diverse user community.

The various tasks are defined in terms of workstreams. Some of the workstreams included in this SDP are activities yet to be completed from the earlier SDPs. The workstreams also reflect new recommendations agreed during the DDRA Annual General Meeting (AGM) conducted on 27 September 2023. The attending members approved the workstreams in this SDP as resolutions passed during the AGM (see [DDRA AGM Minutes](#)).

The primary activities covered in this SDP are defined within 13 workstreams (WS), which focus on developing and maintaining the DDEP. Two additional workstreams define coordination tasks that are important in achieving the primary objectives. The first 13 workstreams can be broadly defined as follows:

- **Workstream 1 (WS1) – Trails & Crossovers:** This first workstream is focused on developing and maintaining the agreed trails within the DDEP. These activities include upgrading and developing the trail surfaces and crossovers. Information on the objectives encapsulated by WS1 is provided in the section beginning on Page 3.
- **Workstream 2 (WS2) – Rest Areas:** The second workstream aims to implement/enhance rest areas within the 70 Acres area within the DDEP. This workstream is outlined in the section that starts on Page 5.
- **Workstream 3 (WS3) – Demarcations.** WS3 aims to provide effective demarcations between parking/vehicle access zones and horse riding areas. As explained in the section beginning on Page 7, these tasks will include mounting power poles and other forms of demarcation.
- **Workstream 4 (WS4) – Vegetation Management.** The fourth workstream is focused on supporting pertinent objectives defined within the SoSJ Darling Downs Trail Network Reserves Management Plan. These objectives will be achieved by conducting appropriate vegetation management programs in the DDEP. Information on this workstream commences on Page 8.
- **Workstream 5 (WS5) – Vegetation – New Planting.** Whereas WS4 attends to vegetation-related maintenance/clearance, this workstream is applied to add new vegetation within the DDEP. As with WS4, this workstream is also informed by the SoSJ Darling Downs Trail Network Reserves Management Plan. WS5 is discussed in the section beginning on Page 9.
- **Workstream 6 (WS6) – Fences, Gates, Chicanes, Delimiters and Peripherals.** This workstream aims to implement safety fences, gates, chicanes, trail delimiters and other peripheral infrastructure (*e.g. mounting blocks*) to help improve safety within the DDEE.



For example, the gates and chicanes are designed to help reduce the risk of horses getting onto the roads around the DDEP. The tasks and facilities covered by this workstream are described in the section beginning on Page 11.

- **Workstream 7 (WS7) – Safety Control & Vehicular Access.** WS7 is focused on assisting the SoSJ to address safety issues related to the interaction between horses and vehicles within the DDEE. An outline of the WS7 objectives and approach begins on Page 13.
- **Workstream 8 (WS8) – Maintenance.** The eighth workstream is designed as an ongoing work program, which covers activities for the general maintenance of facilities, infrastructure and equipment. An outline of this workstream commences on Page 15.
- **Workstream 9 (WS9) – Rectification of Vandalised/Damaged Facilities/Equipment.** There is an increasing occurrence of damage within the DDEP being caused by vandals or individuals who have behaved in a wilful or negligent manner. Maintenance and activities required to fix/rectify this type of damage will be managed under this workstream, so that these costs can be delineated effectively. Information on this Workstream is provided in the section commencing on Page 16.
- **Workstream 10 (WS10) – Jumps.** This workstream aims to rationalise, repair, upgrade, procure, remove, or reposition jumps in the DDEP. These tasks include providing cross-country jumping facilities and appropriate jump-related infrastructure (e.g. cavalettis) within the arenas. The WS10 description begins on Page 17.
- **Workstream 11 (WS11) – Shed upgrades.** Under this workstream, the shed being utilised by the DDRA will be upgraded to make it safer and more usable. For example, a primary objective is to provide a concrete floor for the building during the latter part of 2023. Other enhancements will be provided as necessary to achieve the objectives. This project is outlined in the content beginning on Page 18.
- **Workstream 12 (WS12 – Signage).** This workstream covers the development and management of signage within the DDEP. Workstream 12 is explained in the section starting on Page 20.
- **Workstream 14 (WS14 – Covered Arena).** The SoSJ Equine Facilities Master Plan (EFMP) proposed implementing a covered arena within the 70 Acres area. This workstream is designed to investigate this proposal and provide advice to the Shire. An explanation of this workstream commences on Page 22.

It is intended that each of the preceding workstream activities will be conducted in close collaboration with the SoSJ and other stakeholders to help improve facilities and safety in the DDEE. These activities will be coordinated through two additional workstreams, which are:

- **Workstream 0 (Administration).** The implementation of the preceding workstreams will take considerable management and coordination effort. Aspects related to this coordination will be funded and managed through WS0.
- **Workstream 20 (Communication).** The SoSJ Equine Strategy (p.19) identifies that the 'Lack of information' is a significant barrier to effectively utilising the equine facilities within the Serpentine Jarrahdale area. To help address this aspect, the DDRA will utilise WS20 to assist in communicating information to stakeholders. This approach includes using social media and developing and maintaining a DDRA website. Additionally, this workstream will provide a conduit for engaging sponsors.



Funding will be aligned to these 15 workstreams so that costs and effort can be directly related to outcomes.

1 INTRODUCTION

This SDP has been created, and will be managed, in accordance with Clauses 6.1, 6.2, 11.2, 14.1, 15.3, 21.2, 21.3 and 27.1 within the Deed. The term ‘Deed’ within this SDP refers to the SoSJ document E22/5782 – ‘Deed for the provision of Works’, which was executed by the SoSJ and the DDRA on 28 June 2022.

Reference to the Works Register relates to the planning document provided at this link: [WorksRegister.docx](#).

The first 12 workstreams defined in the preceding Executive Summary are outlined in more detail within the following sections of this SDP.

Each of the workstreams and the associated tasks has been allocated a priority as follows:

- **Priority 1.** These workstream-related activities should be conducted/completed within the 2023/2024 Financial Year.
- **Priority 2.** These workstream-related activities should be conducted/completed over the period defined by this SDP (i.e. 2023-2025).
- **Priority 3.** This workstream may be conducted during the period defined by the SDP (i.e. 2023-2025) if resources are available to conduct the tasks.

2 THE WORKSTREAMS

2.1 Workstream 1 – Trails & Crossovers

Table 1: Outline of Workstream 1

Designation	WS1	Priority	1 (for investigation and planning): 1/2/3 (for implementation as defined below)
Description	Develop and maintain the trails and crossovers in the DDEP.		
Reason for the workstream			
<p>There are well over 21 kilometres of trails within the DDEP. These trails are used by the equine community and many other users (e.g. runners, walkers, bike riders, etc.). The trail surfaces need to be maintained and developed to support the safe utilisation of the tracks by authorised users. Additionally, this workstream requires that vegetation (e.g. grass) does not overrun the trails so they can be kept consistently clear.</p> <p>A 1.4-kilometre slow track is also maintained in the 70 Acres area to support equine-related activities, which include the working of trotting horses.</p> <p>Where the trails intersect with drains, crossovers are provided. As a part of this workstream, the crossovers will be developed/enhanced to help ensure that they support the user community and are readily usable to provide access to emergency and other services.</p>			



Designation	WS1	Priority	1 (for investigation and planning): 1/2/3 (for implementation as defined below)
Description	Develop and maintain the trails and crossovers in the DDEP.		

Activities Required

During the 2022/23 FY, significant work was completed to upgrade the DDEP trail network. This included refurbishing more than 14 kilometres of trails, including levelling and widening activities, as well as spreading and compacting more than 480 tonnes of trotting fines. However, a significant amount of work is still required to bring the entire trail network within the DDEP up to the required standard. The identified priority areas for this workstream are illustrated in Figure 1.

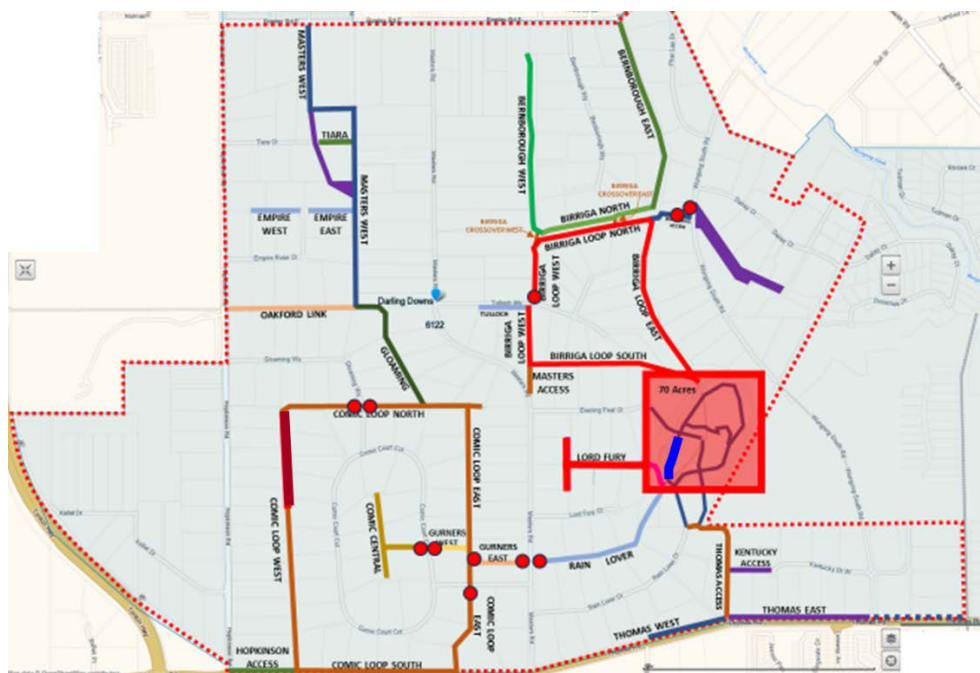


Figure 1: Priorities for action in Workstream 1

The priorities for action are as follows:

- **Task 1.1: Slow Track Refurbishment: Priority 1:** The sand covering the southwestern area of the slow track (as denoted by the blue line in the 70 Acres) is now getting thin, and the area needs to be reconditioned by adding more sand.
- **Task 1.2: Chicane/Crossover Trail Surface Refurbishment: Priority 1:** The areas within the chicanes/crossovers at the locations illustrated by the red dots in Figure 1 are worn, and these areas need to be refilled, levelled and compacted. This work will be prioritised and implemented as soon as it is practicable.
- **Task 1.3: 70 Acres Trails: Priority 1/2:** There are a range of trails within the 70 Acres area where the surface is in relatively poor condition or the water pools during winter to make the area less usable. The refurbishment of these areas should be addressed as soon as practicable.
- **Task 1.4: Comic Loop West Trail: Priority 2:** The trail surface in the northern part of Comic Loop West needs to be resurfaced as it is getting very thin.
- **Task 1.5: Lord Fury Trail: Priority 3:** The Lord Fury trail has become overgrown. The grass on the surface will need to be removed, and trotting fines will need to be laid, levelled and compacted.



Designation	WS1	Priority	1 (for investigation and planning): 1/2/3 (for implementation as defined below)
Description	Develop and maintain the trails and crossovers in the DDEP.		
Activities Conducted by:			
DDRA volunteers will initiate and appropriately manage the planning for these activities. This workstream will include the provision of a costed/prioritised report to the SoSJ for addressing Tasks 1.3, 1.4 and 1.5. The DDRA will implement and cover the cost of instigating Tasks 1.1 and 1.2 as soon as possible.			
Project Phasing			
The intent is to implement these tasks as follows: <ul style="list-style-type: none"> • Task 1.1: By the end of January 2024. • Task 1.2: This project will be commenced in January 2024, with the objective of completing all of the chicane refurbishment by the end of the year. • Tasks 1.3-1.5: The phasing for these activities will be outlined in the report to be provided to the SoSJ. 			
Funding			
It is intended that the DDRA will fund Tasks 1.1 and 1.2. Funding requirements for Tasks 1.3 to 1.5 will be determined by developing the costed proposal outlined above.			
SoSJ support required			
Required SoSJ support will be identified within the proposal developed as a part of this workstream. The SoSJ will coordinate funding in line with the processes outlined within Clause 15.3 of the Deed.			

2.2 Workstream 2 – Rest Areas

Table 2: Outline of Workstream 2

Designation	WS2	Priority	1/2/3 (prioritised in relation to utilisation of the areas)
Description	Develop/refurbish/replace seating and rest areas within the 70 Acres area.		
Reason for the workstream			
The intent is to provide seating and picnic tables within the 70 Acres so users of the area can meet, have social interactions and watch activities in some comfort.			
Activities Required			
<p>During the 2022/23 FY, this workstream implemented the primary rest area in the Evening Peal carpark area (<i>see the picture to the right</i>).</p> <p>During the next phase of this workstream, the existing seating/tables in the 70 Acres will be rationalised and removed, repositioned, refurbished, or replaced. The objective will be to ensure that serviceable/safe tables/seating are provided in appropriate locations to support the user community.</p> <p>The approximate location of the existing seating/tables covered by this phase is illustrated in Figure 2 (<i>overleaf</i>).</p>			

Designation	WS2	Priority	1/2/3 (prioritised in relation to utilisation of the areas)
Description	Develop/refurbish/replace seating and rest areas within the 70 Acres area.		

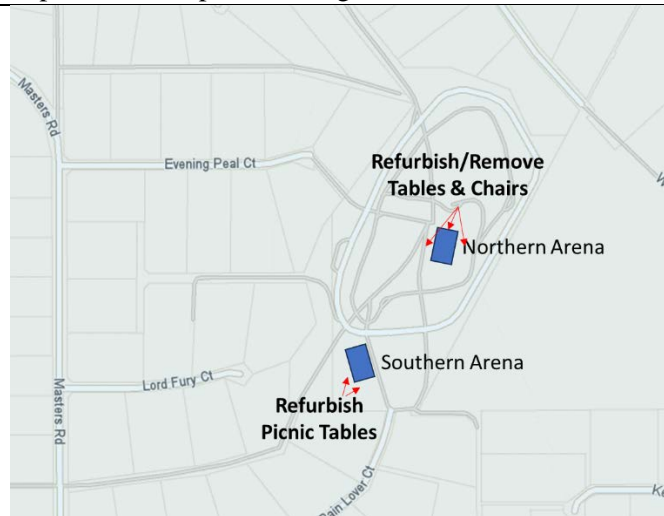


Figure 2: Approximate locations of the existing tables/chairs

The priorities for action within this workstream are as follows:

- **Task 2.1: Survey/Assessment/Plan: Priority 1:** A survey of the existing seating will be conducted, and a plan will be defined for removing, repositioning, refurbishing or replacing the existing seating/tables. The utilisation patterns for each chair/table will inform the priorities defined in this plan. Additionally, this plan will define whether Task 2.3 will be implemented for the various seats/tables.
- **Task 2.2: Implement the Plan: Priority 1-3:** The tables/chairs will be removed, repositioned, refurbished or replaced in line with the defined plan.
- **Task 2.3: Provide bases: Priority 1-3:** Where considered appropriate, bricks/cement will be laid under the seats/tables to help ensure that the user community can use these facilities safely.

Activities Conducted by:

DDRA volunteers will initiate and appropriately manage the planning for these activities. The DDRA may implement these activities using volunteers and/or engaged contractors.

If this is considered appropriate, other support may also be requested from the SoSJ.

Project Phasing

The intent is to implement these tasks as follows:

- **Task 2.1:** By the end of December 2023.
- **Tasks 2.2-2.3:** The phasing for these activities will be outlined in the plan developed through Task 2.1.

Funding

It is currently intended that the DDRA will fund Tasks 1.1 and 1.2. However, additional funding may be sourced through grants or in line with the approach outlined in Clause 15.3 of the Deed.

SoSJ support required

Required SoSJ support will be identified within the plan developed as a part of this workstream.

2.3 Workstream 3 – Demarcations

Table 3: Outline of Workstream 3

Designation	WS3	Priority	1/2
Description	Provide clear separators between carparks and road/trail areas accessible by vehicles and the areas where vehicles should not have access.		
Reason for the workstream			
This workstream aims to help stop vehicles from straying out of approved areas (<i>e.g. carparks</i>) into zones utilised by horses or other users.			
Activities Required			
As shown in Figure 3, some of these demarcations have already been completed as a part of preceding SDP activities. The intent is to finalise the remaining identified demarcations over the course of this work period.			
<p>Figure 3: Focus for existing and future demarcations</p>			
The priorities for action are as follows:			
<ul style="list-style-type: none"> • Task 3.1: Southern Arena Carpark: Priority 1: This task will mount the power poles already positioned around the carpark near the southern arena. It will be important when laying these poles to ensure that tractor/other vehicular access is not precluded to the area around the southwest of the arena. • Task 3.2: Evening Peal Carpark: Priority 2/3: The existing vertical poles on the eastern side of the northern Evening Peal carpark will be removed and replaced with available power poles. These poles will be mounted appropriately. 			
Activities Conducted by:			
DDRA volunteers will initiate and appropriately manage/implement these activities. Where additional support is required from the SoSJ, this will be requested and implemented in line with Clauses 6.2(4) and 14.1 of the Deed.			



Designation	WS3	Priority	1/2
Description	Provide clear separators between carparks and road/trail areas accessible by vehicles and the areas where vehicles should not have access.		
Project Phasing			
The intent is to implement these tasks as follows: <ul style="list-style-type: none"> • Task 3.1: By the end of June 2024. • Tasks 3.2: By the end of 2024. 			
Funding			
It is currently intended that the DDRA will fund Tasks 3.1 and 3.2. However, additional funding may be sourced through grants or in line with the approach outlined in Clause 15.3 of the Deed.			
SoSJ support required			
Where SoSJ support is required, the DDRA will identify this and then collaborate with the Shire to facilitate the implementation of the required tasks.			

2.4 Workstream 4 – Vegetation Management

Table 4: Outline of Workstream 4

Designation	WS4	Priority	1/2/3 (see below)
Description	Implement appropriate vegetation management and control activities within the DDEP.		
Reason for the workstream			
The SoSJ Darling Downs Trail Network Reserves Management Plan (RMP) has identified a range of environmental objectives affecting the DDEP reserves. To appropriately support the achievement of the RMP objectives, the DDRA will conduct activities that aid in controlling pertinent vegetation within the DDEP. This includes mowing and clearing the appropriate areas of dead/fallen trees/branches to help reduce fire risks.			
Activities Required			
To facilitate these activities, the DDRA will: <ul style="list-style-type: none"> • Task 4.1: Gather information on problem areas and issues: Priority 1: DDRA members will check for problem areas within the reserves at appropriate intervals each year. Additionally, users will be able to provide input on issues that need to be addressed. • Task 4.2: Manage the activities through the Works Register: Priority 1: The identified WS4 tasks will be managed through the Works Register, as outlined in Clauses 6.2, 7.2, 14.1, 21.2 and 21.3 of the Deed. • Task 4.3: Liaise with the SoSJ: Priority 1: It is intended that the DDRA will collaborate appropriately with pertinent Shire stakeholders to expedite works where this is needed (<i>see Sections 5.4 and 6.2(4) within the Deed</i>). This liaison is particularly important now that the SoSJ has determined that collected dead/removed vegetation will be chipped rather than burnt. • Task 4.4: Implement activities: Priority 1: Where appropriate, DDRA volunteers will conduct required activities as a part of the busy-bee and other works programs. However, where the required tasks are beyond the capabilities of the DDRA, appropriate support will be requested from the SoSJ (<i>see Section 6.2(4) within the Deed</i>). 			



Designation	WS4	Priority	1/2/3 (see below)
Description	Implement appropriate vegetation management and control activities within the DDEP.		
Activities Conducted by:			
It is intended that the activities will be conducted by DDRA volunteers and SoSJ staff/contractors as appropriate.			
Project Phasing			
This will be an ongoing activity throughout the period covered by this Strategic Development Plan.			
Funding			
No additional funding requirements have been identified beyond those defined in relation to the following: <ul style="list-style-type: none"> • Clauses 15.1/15.2 within the Deed; • the support of Lot 3972 within Reserve R42696; and • the provision of support to clear/remove/chip collected vegetation (<i>as agreed during the Catchup meeting on 5 September 2023 – see DDRA email from 08:23AM on 11 Sept 23</i>). Where appropriate, additional requirements will be identified for funding in compliance with Clause 15.3 of the Deed.			
SoSJ support required			
As identified above, where SoSJ support is required, the DDRA will identify this and then collaborate with the Shire to implement the required tasks.			

2.5 Workstream 5 – Vegetation – New Planting

Table 5: Outline of Workstream 5

Designation	WS5	Priority	1/2/3
Description	Vegetation – new planting		
Reason for the workstream			
The SoSJ Darling Downs Trail Network Reserves Management Plan (RMP) has identified a range of environmental objectives affecting the DDEP reserves. WS5 is focused on adding new vegetation to help appropriately achieve the broad objectives outlined in the RMP.			
Activities Required			
The following tasks will be conducted to facilitate these activities: <ul style="list-style-type: none"> • Task 5.1: Identify plants that are required: Priority 1. The DDRA will work with pertinent stakeholders to determine which new plants are required and where they should be established. • Task 5.2: Source the plants: Priority 1-3. Where possible, the DDRA will source the required plants by leveraging revegetation programs related to State Government projects. However, where this is not feasible, the DDRA will liaise with the SoSJ and other organisations (<i>e.g. SJ Landcare</i>) to source the necessary vegetation. • Task 5.3: Implement planting activities: Priority 1-3: As related to Task 5.2. The DDRA will coordinate the planting of sourced vegetation by applying similar techniques to the successful approach applied for the planting conducted on 8 July 2023. • Task 5.4: Water the new vegetation: Priority 1: As related to Task 5.3: Where planting activities are implemented, the SoSJ will initiate/implement the watering of this new vegetation for the first Spring/Summer period (<i>as appropriate</i>). Such watering activities will be conducted by SoSJ staff or appropriate contractors. 			



Designation	WS5	Priority	1/2/3
Description	Vegetation – new planting		
<p>Additionally, as agreed during the Catchup Meeting with the Shire on 5 September 2023 (<i>see the DDRA email of 8:23AM on 11 September 2023</i>), the Shire will refurbish the grassed area destroyed by the bonfires lit in the area to the east of the southern arena. This area is highlighted in the map at Figure 4.</p>			
<p><i>Figure 4: Area for the grass refurbishment</i></p>			
<p>To implement this planting activity, the DDRA will collaborate with the SoSJ. The following activities will be applicable:</p>			
<ul style="list-style-type: none"> • Task 5.5: Prepare the area: Priority 1. The DDRA will assist the SoSJ in engaging an appropriate contractor to prepare the ground for planting. • Task 5.6: Implement the grass planting: Priority 2. The SoSJ will engage an appropriate contractor to prepare the area and source/plant Kikuyu in the area. The DDRA can provide on-site project management and quality control services as appropriate. • Task 5.7: Water the new grass: Priority 2: Follow on from Task 5.6: After the grass has been planted, the SoSJ will coordinate the provision of appropriate amounts of water to keep the grass alive while it becomes established. Such watering activities will be conducted by SoSJ staff or appropriate contractors. 			
Activities Conducted by:			
It is intended that the defined activities will be conducted by DDRA volunteers and SoSJ staff/contractors as outlined above.			
Project Phasing			
<p>In terms of Tasks 5.1 to 5.4, the current intent is to investigate the implementation of the next round of planting so that it can take place during the winter of 2024. Consequently, the following actions are planned:</p>			
<ul style="list-style-type: none"> • Tasks 5.1 & 5.2: The DDRA will identify required plants and contact the Rail Extension project to Byford to determine if plants can be sourced through this project. These activities will be conducted no later than 15 December 2023. If this project cannot supply the plants, the DDRA will investigate other sources appropriately. • Tasks 5.3 & 5.4: If a source for the required plants is forthcoming, the phasing for these activities will depend on the outcomes from Tasks 5.1 and 5.2. 			
<p>The re-grassing of the area to the east of the southern arena will also be conducted during the autumn/early winter of 2024. This will include the following:</p>			
<ul style="list-style-type: none"> • Tasks 5.5 & 5.6: These activities are intended to be implemented from April to May 2024. The timing for these tasks will be dependent on the seasonal condition, with the objective being that: <ul style="list-style-type: none"> ▪ the new grass should be planted while the conditions are still warm enough to facilitate early growth, and ▪ ideally, the planting will take place at about the same time as autumn rains begin. • Task 5.7: The watering of the grass will be required from the time of the initial planting until the winter rains set in. Additionally, watering will be essential during the first spring/summer 			

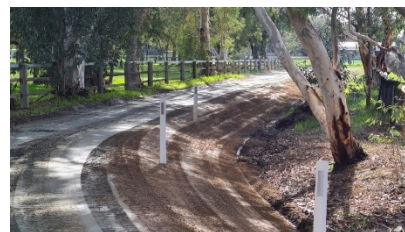


Designation	WS5	Priority	1/2/3
Description	Vegetation – new planting <i>(e.g. November 2024 to April 2025)</i> . The actual phasing will be dependent on the weather over that period.		
Funding			
At the time of drafting this SDP, no additional funding requirements have been identified to complete tasks 5.1, 5.2 and 5.3. However, where appropriate, additional requirements will be identified for funding in compliance with Clause 15.3 of the Deed. In conformance with the agreement, the SoSJ will provide the funding for Tasks 5.4 to 5.7.			
SoSJ support required			
The DDRA will collaborate with the SoSJ to implement Tasks 5.1 to 5.3 effectively. The SoSJ will provide the required support to meet the objectives outlined for Tasks 5.4 to 5.7.			

2.6 Workstream 6 – Fences, Gates, Chicanes, Delimiters & Peripherals

Table 6: Outline for Workstream 6

Designation	WS6	Priority	1/2/3
Description	Provide safety fences, gates, chicanes, delimiters and peripherals		
Reason for the workstream			
<p>This workstream intends to provide the following within the DDEP:</p> <ul style="list-style-type: none"> • Fences: The intent of this workstream is not to provide extensive fencing within the DDEP. However, where considered necessary, some safety fencing will be provided. For example, such fencing may be provided at crossovers to help minimise risks associated with horses falling into the drain. Additionally, fencing may be provided with gates/chicanes to close the DDEP access/egress points more effectively. • Gates/Chicanes. Gates and chicanes are provided to help minimise the risks of uncontrolled horses getting out onto surrounding roads. • Delimiters. These include the installation of markers alongside the trails, such as the white posts shown in the picture to the right. • Peripherals. A range of peripherals may be included to assist riders in accessing gates more effectively. In particular, these peripherals may include mounted rider-friendly gate latches or other facilities like mounting blocks. 			



Designation	WS6	Priority	1/2/3
Description	Provide safety fences, gates, chicanes, delimiters and peripherals		
Activities Required			
<p>The following tasks have been identified for this workstream:</p> <ul style="list-style-type: none"> Task 6.1: Rider-friendly gates and mounting blocks: Priority 1. The DDRA will upgrade some existing gates by adding mounted rider-friendly latches and gate-stops (<i>to minimise the risks of the gate pushing out too far from the mounted rider</i>) and associated mounting blocks. In this phase, these will be implemented at the locations illustrated in Figure 5. 			
<p style="text-align: center;"><i>Figure 5: Providing rider-friendly gates and mounting blocks</i></p>			
<ul style="list-style-type: none"> Task 6.2: Crossover on Comic Loop South: Priority 1. There is a deep crossover towards the eastern side of Comic Loop South, which only has a safety fence on one side. This crossover and its location are shown in Figure 6. This task intends to place another fence on the northern side of this crossover to make the crossing safer for horses. 			
<p style="text-align: center;"><i>Figure 6: Safety fence over a crossover on Comic Loop South</i></p>			
<p>Other fencing, gates, chicanes, delimiters and peripherals may also be included for implementation. Such activities will be managed through the Works Register.</p>			
Activities Conducted by:			
<p>It is intended that these activities will be conducted by DDRA volunteers or a DDRA-engaged contractor (<i>as appropriate</i>).</p>			
Project Phasing			
<p>Work on Task 6.1 has already commenced, and these activities are intended to be completed by the end of March 2024. The intent is also to complete Task 6.2 before the end of 2023/24 FY. Other related activities will be finalised as outlined in the Works Register.</p>			
Funding			
<p>No additional funding requirements have been identified to complete Tasks 6.1 and 6.2 at this stage. However, where appropriate, additional requirements may be identified for funding in compliance with Clause 15.3 of the Deed.</p>			

Designation	WS6	Priority	1/2/3
Description	Provide safety fences, gates, chicanes, delimiters and peripherals		
SoSJ support required			
The DDRA will appropriately collaborate with the SoSJ to implement Tasks 6.1 and 6.2. Where SoSJ support is required, this should be managed in accordance with Clauses 6.2(4) and 14 of the Deed.			

2.7 Workstream 7 – Safety controls for vehicular access

Table 7: Outline of Workstream 7

Designation	WS7	Priority	1 (Problem identification) 1/2/3 (Implementation as required)
Description	Safety controls for vehicular traffic in the DDEE		
Reason for the workstream			
As outlined in the Figure on Page 12 of the SoSJ Equine Strategy, the Shire intends that the DDEP reserves should provide equine transit paths within the Northern Equine Hub. An excerpt from this diagram is provided in Figure 7.			
<p>Figure 7: The DDEE – A core for the Northern Equine Hub</p>			
<p>This SoSJ objective creates an important problem that will need to be addressed. The problem stems directly from the increasing demands on the roads and bridle trails. In particular, the increasing population (as outlined in the SoSJ SJ2050 report and the Strategic Community Plan 2017-2027) within the Northern Equine Hub is escalating the utilisation of the roads in this area. This increased demand is occurring while equine utilisation of the DDEP areas is also rising (and the SoSJ intends to further increase utilisation of these facilities as outlined in the Equine Strategy). The intensification of equine and vehicular traffic in the same areas can create significant safety risks. These risks include collisions between vehicles and horses or vehicles spooking horses. The resulting incidents could lead to deaths or severe injuries.</p>			
Activities Required			
<p>Although the management of this problem falls directly under the purview of the SoSJ, the DDRA is offering to assist the Shire in this matter on behalf of the residents and users of the facilities within the DDEE. In particular, this DDRA commitment can include providing appropriate advice and support so that the SoSJ can address these important risks.</p> <p>The emphasis on this objective is expected to evolve as demands within the area change. However, the first area to be addressed should be Masters Road. This area already poses significant risks, and these dangers are expected to increase due to planned changes in road usage. For instance, the SoSJ</p>			



Designation	WS7	Priority	1 (Problem identification) 1/2/3 (Implementation as required)
Description	Safety controls for vehicular traffic in the DDEE		
<p>has already identified within Figure 19 of the Byford Local Development Strategy (Draft District Structure Plan) (BLDS) that Masters Road will become an important local distributor route. In particular, connecting Malarkey and Masters Roads with the new roundabout at Thomas Road is likely to greatly increase vehicle traffic. Consequently, Masters Road would become an even more important traffic artery, greatly increasing traffic flows along this road.</p> <p>There are seven (7) points along this road where horses regularly cross. Additionally, horses often move along this road as a part of the standard utilisation of the DDEE for equine-related activities.</p> <p>The SoSJ has already highlighted these risks in their Equine Strategy and has taken steps to alleviate similar dangers in other areas of the Shire. For example, on Hopkinson Road (where there are fewer horse movements), the speed limit has already been reduced to 60kph, and traffic chicanes have been implemented to help reduce vehicle speeds. Similarly, on Briggs Road, the SoSJ has reduced the speed to 50kph and added speed control chicanes.</p> <p>On the other hand, Masters Road has a 70kph speed limit and lacks adequate speed control systems such as chicanes, Pegasus crossings, or horse crossing points. In fact, at this stage, the only controls are automated speed indicators to advise drivers if they are travelling above the 70kph limit.</p> <p>In the event of a coronial inquest into a tragic accident, the lack of action to address the well-identified risks on Masters Road would likely attract considerable attention and open the Shire to litigation. Therefore, the DDRA aims to help the SoSJ identify these types of problems so that they can be addressed proactively.</p> <p>It is noteworthy that the SoSJ Equine Facilities Master Plan (EFMP) has already identified the need to implement Pegasus crossings at the Masters Road crossover of the Rain Lover and Gurners East trails and at the western end of the Oakford Link trail on Hopkinson Road. Due to the escalating risks, the SoSJ should prioritise these Pegasus crossings, which will be particularly important for Masters Road.</p>			
Activities Conducted by:			
<p>It is intended that the activities related to this workstream will be conducted as follows:</p> <ul style="list-style-type: none"> • Task 7.1: Risk identification: Priority 1. The DDRA will canvas stakeholders and review the utilisation of the facilities within the area to help identify risks. • Task 7.2: Risk notification: Priority 1. Once a risk has been identified, the DDRA will develop an appropriate report, which will be provided to the SoSJ. • Task 7.3: Management/collaboration: Priority 1/2/3. The DDRA will collaborate openly with the SoSJ to actively define appropriate solutions for identified risks and provide support applicable to help the SoSJ address these matters. • Task 7.4: Notification of stakeholders: Priority 1/2/3. The DDRA will notify appropriate stakeholders so that progress managed by the Shire will be advertised. This approach can assist the SoSJ in actively demonstrating the effectiveness of their endeavours. 			
Project Phasing			
<p>It is intended that the DDRA will include information on these risks through appropriate Notices (<i>in line with the Deed</i>). The Deed Parties will discuss these issues within the Quarterly Planning Meetings defined within the Deed so that the DDRA and SoSJ can collaborate effectively to address identified risks.</p>			
Funding			
<p>The DDRA can conduct its support activities as a part of our voluntary contribution to facilitating activities within the DDEE.</p>			



Designation	WS7	Priority	1 (Problem identification) 1/2/3 (Implementation as required)
Description	Safety controls for vehicular traffic in the DDEE		
SoSJ support required			
The success of this workstream will depend on the Shire's active support to prioritise and address these types of safety risks. In particular, the SoSJ is requested to:			
<ul style="list-style-type: none"> • Collaborate consistently. It is requested that the SoSJ nominate an appropriately empowered representative to manage these issues so they can be addressed expeditiously. This approach will include responding to Notices within appropriate timeframes as defined within the Deed. • Funding. The SoSJ will be requested to fund modifications or developments to achieve this workstream's objectives. Where appropriate, the DDRA will assist the SoSJ in developing pertinent business cases. • Reporting. To allow the DDRA to report progress to numerous stakeholders, the SoSJ is requested to provide regular updates on progress as WS7-related projects are implemented. 			

2.8 Workstream 8 – Maintenance activities (Facilities & Equipment)

Table 8: Outline of Workstream 8

Designation	WS8	Priority	1/2/3 (As outlined in the Works Register)
Description	Maintenance activities for facilities and equipment		
Reason for the workstream			
This workstream is focused on maintaining facilities, infrastructure, and equipment under DDRA management/care. For example, this can include the maintenance of the tractor/mowers or the repair of infrastructure created under other workstreams.			
Activities Required			
It is intended that the activities related to this workstream will be managed/conducted by the DDRA as follows:			
<ul style="list-style-type: none"> • Task 8.1: Identification and Planning: Priority 1: The DDRA will maintain the Works Register to identify tasks that need to be undertaken. Appropriate planning will be undertaken to manage and implement the identified work items. • Task 8.2: Implementation: Priority 1-2: DDRA members will coordinate the implementation of pertinent work. Where requirements exceed the capabilities of the DDRA volunteers, these tasks will be allocated to the SoSJ in accordance with Clauses 6.2(4) and 14 of the Deed. • Task 8.3: Reporting: Priority 1: Where appropriate, the DDRA will provide reports on progress to the SoSJ in compliance with the Deed. 			
Activities Conducted by:			
The DDRA will be predominantly responsible for initiating/implementing the required maintenance. The support of these tasks may include utilising volunteers or engaged contractors. Alternatively, the SoSJ may be asked to provide support so they can leverage their more extensive capabilities.			
Project Phasing			
The activities will be conducted in accordance with the Works Register prioritisation.			
Funding			
Funding will be sourced and applied in line with the approach outlined in Clause 15 of the Deed.			



Designation	WS8	Priority	1/2/3 (As outlined in the Works Register)
Description	Maintenance activities for facilities and equipment		
SoSJ support required			
Where appropriate, the SoSJ is requested to facilitate these activities through the following support:			
<ul style="list-style-type: none"> • Approvals. The SoSJ is requested to expedite any required approvals for these activities to implement the tasks within the appropriate timeframes. • Cost Reduction. Where additional resources are available from the SoSJ or the materials can be purchased in bulk using the Shire's providers to help reduce costs, the Shire should coordinate this support to facilitate these activities. • Implementation. If the DDRA does not have the resources necessary to achieve the objectives, the SoSJ will be requested to provide appropriate support in accordance with Clauses 6.2(4) and 14 of the Deed. Noting our common objectives, the SoSJ is requested to provide this support as a part of the collaborative relationship defined within the Deed. 			

2.9 Workstream 9 – Rectification of Vandalised/Damaged Facilities/Equipment.

Table 9: Outline of Workstream 9

Designation	WS9	Priority	1/2/3 (As outlined in the Works Register)
Description	Rectification of vandalised/damaged facilities/equipment		
Reason for the workstream			
There is an increasing occurrence of damage within the DDEP being caused by vandals or individuals who have behaved in a wilful or negligent manner. Maintenance and activities required to fix/rectify this type of damage will be managed under this workstream, so that these costs can be delineated effectively. This workstream was added at the request of the SoSJ Manager Operations. This requirement was outlined during the Quarterly Planning Meeting on 28 November 2023, so that these tasks can be given greater visibility.			
Activities Required			
It is intended that the activities related to this workstream will be managed/conducted by the DDRA as follows:			
<ul style="list-style-type: none"> • Task 9.1: Identification and Planning: Priority 1: The DDRA will maintain the Works Register to identify rectification/repair tasks that need to be undertaken to rectify wilful/negligent damage or vandalism. Appropriate planning will be undertaken to manage and implement the identified work items. • Task 9.2: Implementation: Priority 1-2: DDRA members will coordinate the implementation of pertinent work. Where requirements exceed the capabilities of the DDRA volunteers, these tasks will be allocated to the SoSJ in accordance with Clauses 6.2(4) and 14 of the Deed. • Task 9.3: Reporting: Priority 1: Where appropriate, the DDRA will provide reports on progress to the SoSJ in compliance with the Deed. 			
Activities Conducted by:			
The DDRA will be predominantly responsible for initiating/implementing the required rectification/repair work. The support of these tasks may include utilising volunteers or engaged contractors. Alternatively, the SoSJ may be asked to provide support so they can leverage their more extensive capabilities.			



Designation	WS9	Priority	1/2/3 (As outlined in the Works Register)
Description	Rectification of vandalised/damaged facilities/equipment		
Project Phasing			
The activities will be conducted in accordance with the Works Register prioritisation.			
Funding			
Funding will be sourced and applied in line with the approach outlined in Clause 15 of the Deed.			
SoSJ support required			
Where appropriate, the SoSJ is requested to facilitate these activities through the following support:			
<ul style="list-style-type: none"> • Approvals. The SoSJ is requested to expedite any required approvals for these activities to implement the tasks within appropriate timeframes. • Cost Reduction. Where additional resources are available from the SoSJ or the materials can be purchased in bulk using the Shire's providers to help reduce costs, the Shire should coordinate this support to facilitate these activities. • Implementation. If the DDRA does not have the resources necessary to achieve the objectives, the SoSJ will be requested to provide appropriate support in accordance with Clauses 6.2(4) and 14 of the Deed. Noting our common objectives, the SoSJ is requested to provide this support as a part of the collaborative relationship defined within the Deed. 			

2.10 Workstream 10 – Jumps

Table 10: Outline of Workstream 10

Designation	WS10	Priority	1 (Refurbishment/Procurement), 2/3 (Upgrades)
Description	Refurbish or procure additional jumps for the DDEP. This requirement covers cross-country jumps and jumps placed in the arenas (e.g. cavalettis).		
Reason for the workstream			
Some of the existing cross-country jumps are in a poor state and need to be replaced. Additionally, there is a lack of jumping equipment (<i>such as cavalettis</i>) available for use in the arenas. Improving and providing additional jumps will help those equine users who wish to avail themselves of these facilities for training their horses.			
Activities Required			
The following activities are mandated for this workstream:			
<ul style="list-style-type: none"> • Task 10.1: Provision of jumps for arenas: Priority 1: The DDRA will procure an initial set of cavalettis for use in the Southern Arena as a trial. Additional jumps may be sourced if these trial cavalettis are useful and utilised appropriately by the user community. • Task 10.2: Cross-Country Planning: Priority 1/2: The DDRA will identify the current cross-country jumps that need to be procured or replaced. For example, the DDRA will collaborate with experts in cross-country jumping to help design the optimal provisioning, refurbishment and positioning. The objective will be to develop a coherent plan for a cross-country facility. • Task 10.3: Cross-Country Upgrades – Implementation: Priority 1/2/3. The plan developed as a part of Task 10.2 will define the prioritisation for upgrades, refurbishment, repositioning, removal or procurement of the cross-country jumps. • Task 10.4: Cross-Country Take-off and Landing zones: Priority 1/2/3. As an adjunct to Task 10.3, the DDRA will coordinate providing and laying appropriate trotting fines for each cross-country jump's take-off and landing areas. 			



Designation	WS10	Priority	1 (Refurbishment/Procurement), 2/3 (Upgrades)
Description	Refurbish or procure additional jumps for the DDEP. This requirement covers cross-country jumps and jumps placed in the arenas (e.g. cavalettis).		
Activities Conducted by:			
The DDRA will be predominantly responsible for initiating/implementing the mandated tasks. Where an activity is beyond the capabilities of the DDRA volunteers, appropriate contractors may be engaged. Alternatively, the SoSJ may be asked to provide support so they can leverage their more extensive capabilities.			
Project Phasing			
As a preliminary step, the procurement of three cavalettis (see Task 10.1) and two additional round-top jumps (<i>pursuant to achieving Task 10.3</i>) was undertaken in November 2023. These jumps will be distributed/fitted before the end of March 2024. The phasing for the other tasks will be defined in the plan developed as a part of Task 10.2. Each of these activities will be conducted in accordance with the Works Register prioritisation.			
Funding			
Funding will be sourced and applied in line with the approach outlined in Clause 15 of the Deed.			
SoSJ support required			
Based on the preliminary scope of work identified for this workstream, no additional support will be required from the SoSJ. However, additional funding may be needed as the scope evolves, in line with the tenets of the preceding point.			

2.11 Workstream 11 – Shed Upgrades

Table 11: Outline of Workstream 11

Designation	WS11	Priority	1 (concrete flooring), 1/2/3 (Other upgrades)
Description	Upgrades for the shed used by the DDRA		
Reason for the workstream			
The DDRA uses a shed near the Evening Peal Court entrance to the 70 Acres area (R35701). The SoSJ owns this shed, which is used to store the tractor, mower and other equipment used by the DDRA. The DDRA needs to make the best use of the shed facilities. Consequently, upgrades are proposed, and these will be managed through this workstream.			
Activities Required			
The following activities are mandated for this workstream:			
<ul style="list-style-type: none"> • Task 11.1: Cement Flooring: Priority 1: At the time of drafting this SDP, the shed had a dirt floor, and the bottoms of the walls were open to prevailing winds. This limitation made it harder to keep the equipment clean and well-maintained. The SoSJ approved the construction of a cement floor (<i>as shown in Figure 8 - overleaf</i>) as a part of their 2023/24 Budget. 			



Designation	WS11	Priority	1 (concrete flooring), 1/2/3 (Other upgrades)
Description	Upgrades for the shed used by the DDRA		
<p style="text-align: center;">Cement apron required for access</p>			
<p><i>Figure 8: The size of the areas of the shed to be provided with concrete flooring</i></p>			
<ul style="list-style-type: none"> Task 11.2: Racking/Shelving/Storage: Priority 1/2/3: To optimise the utilisation of the space within the shed, the DDRA will procure and fit appropriate racking/shelving/storage facilities. Task 11.3: Other Improvements: Priority 1/2/3. Other improvements will be implemented as appropriate. 			
Activities Conducted by:			
<p>The activities will be conducted as follows:</p> <ul style="list-style-type: none"> Task 11.1: The DDRA will coordinate the management of this project. The site levelling and concreting will be conducted by the SoSJ-selected contractor. Other preparation and follow-up work will also be required. These activities will include clearing the shed area in preparation for laying the concrete and replacing the materials/equipment once the cement has cured. Tasks 11.2 & 11.3: It is currently intended that the DDRA will implement these tasks. <p>Where an activity is beyond the capabilities of the DDRA volunteers, appropriate contractors may be engaged. Alternatively, the SoSJ may be asked to provide support so they can apply their more extensive capabilities.</p>			
Project Phasing			
<p>The phasing of these activities :</p> <ul style="list-style-type: none"> Task 11.1: It is intended that this project will be completed by mid-December 2023. Task 11.2 & 11.3: These activities will be managed by the DDRA Committee, and the phasing will be outlined as appropriate in the associated Committee Meeting Minutes, e-votes, and/or the Works Register. 			
Funding			
<p>The funding of these activities will be managed as follows:</p> <ul style="list-style-type: none"> Task 11.1: The SoSJ will provide the funding for the contractor to complete the shed flooring. The DDRA will cover other pertinent costs associated with removing/storing/replacing the equipment as a part of this project. Task 11.2 & 11.3: Funding for these activities will be sourced and applied in line with the approach outlined in Clause 15 of the Deed. 			
SoSJ support required			
<p>The SoSJ is requested to provide the following support:</p> <ul style="list-style-type: none"> Task 11.1: The SoSJ will pay the contractor for the construction of the cement floor in accordance with the agreed scope of work and contract. 			



Designation	WS11	Priority	1 (concrete flooring), 1/2/3 (Other upgrades)
Description	Upgrades for the shed used by the DDRA		
	<ul style="list-style-type: none"> Other tasks: Where appropriate, additional support should be provided through engagement with the DDRA, as outlined in Clauses 6.2(4) and 14 of the Deed. 		

2.12 Workstream 12 – Signage

Table 12: Outline of Workstream 12

Designation	WS12	Priority	1/2/3 (as defined below)
Description	Signage		
Reason for the workstream			
Safety and informative signage needs to be provided within the DDEP, as outlined within the SoSJ Equine Strategy and the SoSJ Trails Head Masterplan.			
Activities Required			
The following activities will be managed under this workstream:			
<ul style="list-style-type: none"> Task 12.1: Implement Signage Report Recommendations: Priority 1: In line with the signage report submitted on 1 February 2022 (see SignsReport F.docx), many Access Guidance Signs (AGS) have now been fitted. The location of these fitted AGS is illustrated in Figure 9. Five AGS still need to be fitted to finish the agreed signage network. The locations of these remaining AGS are designated by the red triangles within Figure 9. 			
<p>Figure 9: Location of current and additional Access Guidance Signage in the DDEP</p> <ul style="list-style-type: none"> Task 12.2: Other Signage Defined in the Signage Report: Priority 1/2/3: Additional signage defined in the Signage Report (see SignsReport F.docx) still needs to be fitted. In particular, this includes the signage defined for Location Reference Numbers (LRN) 4D. Task 12.3: Trail Signage: Priority 1/2/3. Trail signage will be installed to make it easier for users to navigate the DDEP. An example of the proposed signage is provided in Figure 10. 			



Designation	WS12	Priority	1/2/3 (as defined below)
Description	Signage		
<p><i>Figure 10: An example of proposed trail signage</i></p>			
<ul style="list-style-type: none"> • Task 12.4: Notice Board near the Southern Arena: Priority 3. As a part of the preceding SDP-related activities, the notice board in the vicinity of the Evening Peal carpark was refurbished. This notice board is being used as a part of the activities related to Task 12.5. In addition to this notice board, a similar board needs to be established as a part of this task at the Southern Arena carpark. This addition to the signage network will allow information provided on the Evening Peal Court notice board to be duplicated, which can help to ensure that pertinent material is promulgated more effectively. • Task 12.5: Other Signage: Priority 1/2/3. Additional informative and safety signage will be developed and fitted to help give the user community appropriate information. This task includes producing/procuring pertinent signs and installing them where appropriate. 			
Activities Conducted by:			
<p>The activities will be conducted as follows:</p> <ul style="list-style-type: none"> • Task 12.1: As agreed during the Catchup Meeting of 5 September 2023, the additional Access Guidance signage will be procured and fitted as soon as possible. • Task 12.2: The signage change for LRN 4D will need to be implemented to help ensure that the user community has the most appropriate contact information for the DDRA. • Task 12.3: A report will be developed that defines the trail signage requirements. This report will provide information on: (1) the proposed location for each sign, (2) the recommended construction and dimensions for the required signage, (3) the identified cost of each sign, and (4) the priority for implementing each sign. The signage will then be implemented through a project, which will be phased in conformance with the identified priorities. • Task 12.4: The DDRA will develop a costed proposal and provide this to the SoSJ for implementation through their budgetary processes. Once funding is approved, the DDRA can assist the SoSJ by managing the project on their behalf. • Task 12.5. The DDRA will identify signage needs and ratify the procurement and fitment using standard processes. 			
Project Phasing			
<p>The phasing of these activities is:</p> <ul style="list-style-type: none"> • Task 12.1: It is intended that this project will be completed by the end of December 2023. • Task 12.2: It is requested that the SoSJ implement this task no later than the end of this Financial Year. • Task 12.3: The DDRA will complete the trail signage report before the end of the first quarter of 2024. The phasing for the implementation will be defined in this report. • Task 12.4: A costed proposal for implementing the second notice board will be forwarded to the SoSJ before the end of 2024 so it can be included in the budget for the following Financial Year. • Task 12.5: The required signage will be implemented as necessary. 			



Designation	WS12	Priority	1/2/3 (as defined below)
Description	Signage		
Funding			
<p>The funding of these activities will be managed as follows:</p> <ul style="list-style-type: none"> • Task 12.1 & 12.2: In accordance with the agreement, the SoSJ will cover the costs for these activities. • Task 12.3: Where possible, the DDRA will cover the cost of the trail signage. This task may include sourcing grants or sponsorship to complete the work. • Task 12.4: The procurement and installation of this notice board will be managed under the SoSJ budget. • Task 12.5: Most of the required signage should be procured and fitted as a DDRA expense. <p>Where additional funding for these activities is necessary, this will be sourced and applied in line with the approach outlined in Clause 15 of the Deed.</p>			
SoSJ support required			
<p>The SoSJ is requested to provide the required support for Tasks 12.1, 12.2, and 12.4: Where appropriate, additional support should be provided through engagement with the DDRA, as outlined in Clauses 6.2(4) and 14 of the Deed.</p>			

2.13 Workstream 14 – Covered Arena

Table 13: Outline of Workstream 14

Designation	WS14	Priority	1 (Analysis, Review & Report): 3 (Other activities)
Description	Covered Arena		
Reason for the workstream			
<p>The SoSJ Equine Facilities Master Plan (EFMP) identified the need to implement a covered arena in the 70 Acres area within the DDEP.</p> <p>This workstream is designed to investigate the feasibility and requirements for this facility. Where there is a clear demand; and the associated implementation and through-life support risks/costs can be managed effectively, the DDRA will also investigate options for implementation.</p> <p>From this investigation, the DDRA will present a report to the SoSJ.</p>			
Activities Required			
<p>The following steps will be implemented to support the objective:</p> <ul style="list-style-type: none"> • Task 14.1: Establish a Working Group: Priority 1: The DDRA will establish a Working Group to dispassionately investigate the options and determine if the SoSJ's proposal is appropriate and feasible. If the proposal is not feasible or appropriate, the DDRA will report this to the Shire. • Task 14.2: Identify Options: Priority 2: Where it appears that there is appropriate demand for this facility and the associated risks can be managed effectively, the DDRA will then investigate options and develop a Rough Order of Magnitude (ROM) cost model. The implementation options will then be provided to the SoSJ. 			
Activities Conducted by:			
DDRA volunteers will conduct these tasks. Where appropriate, the SoSJ will be engaged to facilitate effective collaboration.			



Designation	WS14	Priority	1 (Analysis, Review & Report): 3 (Other activities)
Description	Covered Arena		
Project Phasing			
Task 14.1 has already been commenced. The intent is to complete Tasks 14.1 and 14.2 during the 2023/24 Financial Year.			
Funding			
No funding is currently required as the DDRA volunteers will conduct the tasks at this stage.			
SoSJ support required			
Where considered appropriate, the WS14 Working Group will seek advice and information from the Shire to expedite the investigation. The SoSJ is requested to expeditiously provide responses to queries so that the timeline can be achieved.			

3 VOLUNTEER SUPPORT

The achievement of the workstreams will require significant work from DDRA volunteers. Such engagement and interaction can substantially benefit the SoSJ by significantly reducing management, maintenance and enhancement costs.

4 FOR MORE INFORMATION

The coordinator of this Strategic Development Plan (SDP) for the DDRA is Bruce Hilliard. Bruce can be contacted by:

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